



Vision and Goals

A Resource Guide of the 2000-2020 Bryan Comprehensive Plan, City of Bryan, Texas

Introduction

To have a vision means to look ahead: to imagine the future. Visioning is a process by which a community envisions its preferred future. Bryan's vision chronicles the hopes, dreams, and aspirations of the community – what citizens want their community to be now and in the future.

A vision for the future of Bryan is essential for effective comprehensive planning and implementation. In order to create a shared vision of the future, the plan development process involved city leaders and citizens in identifying issues, determining the assets and challenges of the community, and preparing goals and objectives that will shape and define that future.

The Bryan Comprehensive Plan is organized using a hierarchy of vision, goals, objectives and actions. The overall *Community Vision* is at the top of the hierarchy. The community goals support the objectives, and actions to form the implementation framework and provide direction for the future growth and development of the community.

- The ***Vision Statement*** is a broad statement of how the community views itself as it moves into the 21st Century. A vision for the community is an ideal and unique image of the future based on the community values.
- ***Goals*** are the general ends toward which community leaders should direct their efforts. Goal address issues by stating policy intentions. They are both qualitative and quantifiable, but are not quantified. Goals stretch and challenge cities, but they are realistic and achievable.
- ***Objectives*** are clear targets for specific action. They mark quantifiable interim steps toward achieving the City's long range mission and goals. Linked directly to goals, the intended objectives are measurable, time-based statements of intent. They emphasize the results of City actions at the end of a specific time period.
- ***Actions*** are methods to achieve the goals and objectives. Formulated from goals and objectives, an action is the means for transforming goals to outcomes, with the best use of resources. An action reflects budgetary and other resources.

Bryan's Vision Statement

The comprehensive plan is a tool for working toward and attaining the end statements of the City's adopted Policy Governance. The Comprehensive Plan Advisory Committee, appointed by the Mayor and City Council, developed its goals and objectives for the future of the community based upon the governance policies established by the City Council. The vision statement of Policy Governance is:

The City of Bryan exists so that Bryan will be a healthy, safe, attractive, and successful community for a reasonable financial burden.

The implementation of Policy Governance is described in "end statements" that are attainable and desired conditions for what the citizens want Bryan to be now and in the future.

Executive Limitation

Implementation of the end statements comes through the executive limitations of Policy Governance. Under the Policy Governance the Council adopts end statements and directs the staff to take necessary steps to apply them to the operation of the city. In the General Executive Constraint “when considering proposed development within the community - either public or private - the City Manager shall not fail to consider the recommendations contained in the Comprehensive Plan” and “shall not fail to maintain a current Comprehensive Plan.”

Adoption of the Comprehensive Plan is an example of the use of executive limitation. The implementation tools of the plan include the zoning ordinance, subdivision regulations, and capital improvement program.

Identification of Community Assets and Liabilities

The future vision for Bryan is based upon the strengths, weaknesses, opportunities and threats facing the City, which were identified by citizens and CPAC members who attended Community Forum public meetings held on September 1, 1998 and April 22, 1999. The vision statement also incorporates themes identified in *Bryan Forward* and *Brazos Vision 2020*.

Citizens who attended the First Community Forum were organized into small discussion groups and participated in a facilitated discussion process to identify the assets and liabilities facing the City of Bryan over the next twenty years. Each group also was asked to establish the relative priorities for the assets and liabilities they identified. The resulting identification of assets and liabilities is included as an Appendix to this resource guide. The topics identified include conditions in the City of Bryan as well as the surrounding Bryan-College Station area, Brazos County, and the Brazos Valley region.

At the second Community Forum citizens were given the opportunity to review drafts of the resource guides and to comment on them.

Bryan's residents know they live in a great community with assets and qualities that make Bryan not only the heart of east central Texas but also a community with a heart.

Goals

A clear and concise statement of goals for maintaining and improving Bryan's quality of life was developed as the foundation of the comprehensive plan. Focusing efforts on goals increases the plan's effectiveness in minimizing adverse effects of growth and change, seizing opportunities, and anticipating and alleviating potential problems. The goals were developed with the governance policies kept firmly in mind.

The identification of goals provides a basis for decision-making during both development and implementation of the plan. Goals also help to promote consistency in plan implementation as future changes occur in development trends and the physical form of the community as well as the government leadership.

Additional resources will be needed to attain some of the goals and objectives identified in the comprehensive plan. The identification of goals and objectives provides a forum for citizens to reach a community consensus on priorities for the best use of limited resources.

The following goals are summarized directly from the eight resource guides, which address elements of the Comprehensive Plan. Further details of the objectives and recommended actions are found in the guides.

Land Use

Goal 1: *Encourage a balance of land uses within the City and its Extraterritorial Jurisdiction.*

Goal 2: *Achieve orderly contiguous development.*

- Goal 3:** *Provide areas for recreational, cultural, community, and activity facilities, which are accessible and appropriately located.*
- Goal 4:** *Encourage active, viable commercial areas with a variety of uses.*
- Goal 5:** *Locate industrial uses accessible to transportation routes and utilities while protecting existing and future neighborhoods.*
- Goal 6:** *Promote quality development of affordable housing.*
- Goal 7:** *Utilize floodplains in Bryan for use as greenbelts for recreation, conservation and flood control.*

Transportation

- Goal:** *Provide and maintain a multi-modal transportation system that will safely, efficiently and economically accommodate the existing and future mobility needs for people and goods traveling within and through the Bryan-College Station area; promote efficient land use and development; and minimize adverse environmental and socioeconomic impacts.*

Urban Design and Enhancement

- Goal:** *The City of Bryan is an attractive and viable place to live, work and visit. Not only is it located in the heart of Texas, it is a community with a heart.*
- Goal for Historic Downtown Bryan:** *Historic Downtown Bryan shall be a vibrant mix of places to work, to live and to visit, with shops, restaurants, places of entertainment and a variety of residential uses.*
- Goal for the Central Business Corridor:** *The Central Business Corridor (CBC) shall have attractive landscaping and area signage that identifies it as a major commercial area of the City.*

Public Utilities and Services

- Goal 1:** *Ensure available supplies of high quality water for Bryan's future growth and development.*
- Goal 2:** *Provide an efficient system for solid waste collection and disposal, which is environmentally safe in a manner that is as economical as possible for the citizens of Bryan.*
- Goal 3:** *Provide a sanitary sewage collection and treatment system which has sufficient capacity to meet the current and long term needs of the City, protects the public health and environment through treatment facilities designed and operated to produce high quality treated effluent, and provides this service to the citizens of Bryan in the most economical manner possible.*
- Goal 4:** *Maintain and rehabilitate streets, ditches, subsurface structures, and traffic control devices and signs to provide safe, accessible roadways for the citizens of Bryan and the visitors to the community.*
- Goal 5:** *Minimize public harm and private losses due to flood conditions while achieving a balance between the desire for natural open space and necessary improvements to drainage structures.*
- Goal 6:** *Provide, through the Bryan Texas Utility system, electricity in the most safe, inexpensive and efficient way possible and does so in a manner that is aesthetically pleasing. The City of Bryan is successful in providing the electric needs of its citizens and the demands of a growing population.*
- Goal 7:** *Join with the Bryan Independent School District in the cooperative development of parks, multi-purpose recreation and community centers.*

Achieving the Community Vision

In order to achieve the community vision, the City should seek to abide by the plan's goals, objectives, policies, and actions in managing decisions pertaining to the City's future development and redevelopment. As the community grows and develops and the recommendations of the comprehensive plan are achieved, the plan will require updating to adequately reflect the changing community needs. It is advisable that the plan be reviewed on an annual basis with minor changes made as necessary, with a formal update in five years. With the release of the Year 2000 Census, the forecasts and projections will require updating. At five year intervals, the comprehensive plan will require a complete revision to account for changes in the type, scale and density of development; the current land use pattern; infrastructure investments; government leadership; economic conditions; and the community values and character.

The implementation program is meant to guide decisions pertaining to physical improvements, infrastructure investments, and other activities based on the values and priorities of the community. Each department of the City will be responsible for implementation of its respective programs and activities. The comprehensive plan should be utilized to establish the foundation for preparation of annual work programs that are consistent with the values and priorities of the community, and particularly the government leadership. The work programs should be in conformance with the implementation program with respect to the recommendations of the plan.

To ensure the plan is actively used to guide decision-making pertaining to the future development of the community, the City should organize a comprehensive plan achievement review on an annual basis. The purpose of the review is to identify the City's accomplishments and to update the comprehensive plan to document the completion of projects and recommended activities. The review will facilitate an efficient process of annually updating the comprehensive plan to reflect recent changes in the economy and the physical development of the City. The Planning and Zoning Commission should annually provide a progress report to the City Council on the implementation status of the Comprehensive Plan.

The primary purpose of the comprehensive plan is to establish local government policy as a means to support decisions of the governing body. City staff, the Planning and Zoning Commission and City Council should utilize the plan's goals, objectives, policies, guidelines and actions to support rational and deliberate decisions pertaining to the type, scale and density of development; future growth patterns; and, infrastructure investments. Use of the comprehensive plan as a foundation for decision-making will increase the plan's effectiveness in minimizing adverse effects of growth and change, seizing opportunities, and anticipating and fulfilling needs.